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PROGRESS REPORT ON:

PROPOSED ESTABLISHMENT OF A SUBREGIONAL GRADUATE SCHOOL OF BUSINESS MANAGEMENT FOR EASTERN AND SOUTHERN AFRICA

A. Background

1. The need for the development of managerial capabilities in Africa has long been realized for as far back as 1964 and 1966 when ECA sought the collaboration of Havard School of Business in establishing Graduate Schools of Business Management in Africa.

2. The decision to collaborate in the development of managerial capabilities was taken following the adoption of resolution 318(xiii) by the Fourth Session of the Conference of Ministers meeting in Kinshasa, Zaire, in March 1977. ECA was then requested to promote "the development of appropriate African multinational sub-regional or regional training institutions and programmes designed to meet Africa's present and future manpower needs.... ..... using existing national or multinational institutions."

3. In response to resolution 318(xiii), ECA mounted a three man team on a feasibility study in 1978 to 18 African countries to determine the desirability for establishing the Graduate Schools of Management which would serve as "Centres of Excellence" in Management development.

4. The study team recommended the establishment of four subregional Graduate Schools of Management in Africa. As Management Development "Centres of Excellence", the schools would serve as the highest management resource centres for management practitioners, trainers, educators researchers, consultants and producers of teaching and learning materials. Similarly, the "Centres" would serve as subregional poles to attract, support and refine management education and training in the member States.

5. An expert group meeting of experts from universities and Institutes of Management within Eastern and Southern African countries was convened in September 1978 to discuss the recommendations of the three man team. Held at the University of Nairobi, Kenya, the expert group meeting agreed on

(i) Kenya to host the subregional Graduate School by using its existing national university;

(ii) The Faculty of Commerce taking responsibility and providing leadership to involving and executing the relevant training and research programme catering for the Eastern and Southern Africa subregion.

6. Following the agreement of the expert group meeting in Nairobi, the following phases were envisaged in the development of the school:

(i) Fellowships operation to give the programme an immediate start for the training of manpower requirements in management;

(ii) Staff and Instructional Material Development;

(iii) Continued Consultations with the University, the host government, ECA and other interested parties;

(iv) Consultations between host government and participating countries on subregional aspects of the Graduate Schools, nature and scope of the graduate school, its administrative structure, host government's requirements on other participating governments and the curricula;

(v) Mobilization of resources.

B. Fellowships

7. ECA has since September 1978 sponsored a number of students from the Eastern and Southern Africa subregion to the University of Nairobi, Faculty of Commerce. Today, about seven students - 3 from Kenya, 2 from Uganda, 1 from Tanzania and 1 Ethiopian have successfully completed their 2 years MBA programme.

8. The fellowship phase continues to be the only component of the Graduate School operating. It needs to be strengthened by increasing placement of fellows. ECA would like to see more students from Eastern and Southern Africa admitted and benefit from the programme. However, sponsorship has been low in terms of the number of students admitted because of financial constraints. In fact due to unavailability of funds, the University has not admitted students to the Graduate School for the 1983/84 academic year.

9. In view of the above, interested participating member States within the subregion are urged to take advantage of the University open window policy to sponsor their own students in order to give the subregional Graduate School an immediate reality. Participating governments may also wish to approach multinational organizations in their own respective countries to sponsor students to the programme.

C. Staff and Instructional Material Development

10. The development of instructional materials in support of the proposed Graduate Schools teaching programme is a component of the Subregional Graduate School of Management programme.

11. In April 1983, ECA sponsored 8 participants to a Case Study Writing Workshop in collaboration with the Eastern and Southern African Management Institute (ESAMI) and the Economic Development Institute (EDI) of the World Bank. The 8 participants were drawn from Universities and Institutes of Managements. Countries represented included: 2 from Kenya, 1 Tanzanian, 1 from Uganda, 1 from Ethiopia, 1 from Botswana and 2 from Ghana.

12. The participating participants were expected to develop and write cases for use as teaching materials by the subregional Graduate School of Management in Nairobi as well as other Institutes of Development Management. The developed cases are being put together by ESAMI for distribution.

13. Once the Graduate School becomes fully operational, there will be need for staff development in various specialized fields of management in order to (i) cope with the magnitude of students and (ii) develop an early capability to carry out research as demanded by the programme.

D. Consultations between ECA and the University of Nairobi

14. ECA has maintained constant consultations with the University of Nairobi authorities and the faculty of commerce in terms of:

(i) identification and admission of students into the MBA programme;

(ii) curricula and programme development and

(iii) the development of an administrative framework that would be mutually acceptable to the host and collaborating government.

15. In order to develop curricula and programme that would incorporate manpower needs in various specialized fields of management for the potential user within Eastern and Southern African countries, the Faculty of Commerce in consultation with ECA undertook in Oct/Nov. 1981 a two man mission to selected countries in the subregion with the aim to assess and determine the future demand of the graduate school over the next 5 years.

16. The two man team visited six countries which included: Ethiopia, Kenya, Tanzania, Zambia, Botswana and Swaziland. They held discussions with various officials in relevant ministries, heads of Management Institutes and Universities with a view to determine training needs, fields of specialization in Business Management and Management capabilities among countries in Eastern and Southern Africa.

17. Subsequent to the consultative mission, an intergovernmental meeting was called in June 1982 but later postponed to provide time for ECA, the University of Nairobi and Kenya Government Ministry of Higher Education to clarify and consult with each other and agree on a number of issues prior to the inter-governmental meeting.

18. A consultative mission was therefore undertaken to Kenya in June 1982 for discussions with the University of Nairobi and the Ministry of Higher Education on matters concerning among others administrative framework and programme content.

19. Consultations at the University established that the fellowship component of the programme should continue to operate and that other matters concerning the administrative structure including the subregional character of the school would be discussed with the Government for a decision.

E. Consultations between ECA and the Ministry of Higher Education

20. ECA has continued to consult with the Ministry of Higher Education on matters concerning the establishment of the Graduate School of Management for Eastern and Southern Africa and the Ministry of Higher Education has equally informed ECA of its feasibility studies on the proposed national graduate school of management.

21. During ECA's consultative mission with the Ministry of Higher Education in June 1982, it was understood that Kenya Government was examining the matter regarding its proposed national school at governmental level. The Ministry of Higher Education also indicated that an intergovernmental meeting will be called at a later stage when the regional character of its institution be it Nairobi or elsewhere was determined. The Government nevertheless acknowledged the honour bestowed on it in being requested to host the "School" in one of its institutions.

22. It is expected that the participating governments and interested parties at the inter-governmental meeting will discuss and agree in accordance with Kenya Government's position on detailed aspects of: nature and scope of the graduate school, its administrative structure, curricula, funding and host government's requirements on other participating countries. Meanwhile ECA has approached the government of Uganda in collaboration with a national institution to host an expert group meeting in order to consider recommendations of the two-man mission and other practical steps for getting the school operational. The expert group meeting is planned for March 1984.

F. Mobilization of Resources

23. As regards mobilization of financial resources for the graduate school, definite policy and mechanism for funding have not yet been fully discussed. The UNDP has been approached for possible funding.

24. Once the Graduate School of Management becomes fully operational, major sources of finance for both recurrent and capital expenditures should come from participating governments, donor agencies, tuition fees and any other available possible sources.

G. Concluding Remarks

25. There is a strong need for a subregional Graduate School of Management. This conclusion is supported by the many requests frequently received by ECA from countries within the sub-region and other organizations wishing to participate or wanting to know more about the proposed graduate school as well as the many applications received for fellowships. Similarly, the October/November 1981 consultative mission to selected countries in Eastern and Southern Africa also revealed acute shortage of Management trainers in all management training institutions as well as heavy dependence on expatriate staff both in the training institutions and other organizations. The Eastern and Southern African countries need to strengthen the subregional Graduate School by way

of providing fellowships to their own students; staff development and assisting in giving ideas to programme development and exchange of valuable information on management.

26. In the light of the above, ECA appreciates and welcomes the initiative taken by the Kenya government the Ministry of Higher Education and that participating member States will support and contribute to the establishment of the proposed national graduate school of Management with a subregional character.

H. Recommendations

Given the above concluding remarks, the following are recommended:

1. Each participating member State and national institutes should strengthen the graduate School by providing fellowships to their own students attending the Graduate School of Management.

2. There should be frequent consultations and exchange of information in management teaching programmes among the universities and institutes of Development Management.

3. The planned expert group meeting is a crucial one, so participating countries are urged to be represented by management specialists from the universities and other institutions.